

**Minutes of the Board of Regents,
Uniformed Services University of the Health Sciences**

**Meeting No. 197
November 1, 2016**

The Board of Regents, Uniformed Services University of the Health Sciences (USU) met on November 1, 2016, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Everett Alvarez Jr. Board of Regents Room (D3001), Bethesda, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey L. Longacre, M.D., was present during the meeting along with the Designated Federal Officer (DFO), Mrs. Jennifer K. Nuetzi James. The meeting was called to order at 8:02 a.m. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Sheila P. Burke, M.P.A., Member
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., Member
Charles S. Robb, J.D., Member
Leo E. Rouse, D.D.S., Member
Gail R. Wilensky, Ph.D., Member
Karen S. Guice, M.D., M.P.P., Secretary of Defense designee
Richard W. Thomas, M.D., D.D.S., President, USU
MG Robert Tenhet, MSC, USA, Representing the Surgeon General of the U.S. Army
VADM C. Forrest Faison, MC, USN, Surgeon General of the U.S. Navy
Maj Gen Roosevelt Allen, Jr., USAF, DC, Representing the Surgeon General of the U.S. Air Force
RADM Sylvia Trent-Adams, USPHS, Representing the Surgeon General of the United States

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
MG Joseph Carvalho, Jr., MC, USA, Joint Staff Surgeon
RDML Stephen M. Pachuta, DC, USN, Medical Officer of the Marine Corps
Thomas W. Travis, M.D., M.P.H., Senior Vice President, Southern Region, USU
Arthur L. Kellermann, M.D., M.P.H., Dean, F. Edward Hébert School of Medicine, USU
Carol A. Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing, USU
Thomas R. Schneid, D.M.D., M.S., Executive Dean, Postgraduate Dental College, USU
David R. Lesser, Ph.D., Representing the Director, Armed Forces Radiobiology Research Institute, USU
Brig Gen James H. Dienst, USAF, MC, Director, Education and Training, Defense Health Agency
BG Ronald J. Place, MC, USA, Commanding General, Regional Health Command – Atlantic (Provisional)
Col Sharon Bannister, USAF, DC, Commander, 79th Medical Wing
COL Michael S. Heimall, MS, USA, Director, Walter Reed National Military Medical Center
Mark E. Peterson, J.D., Representing the Legal Advisor to the Board of Regents, USU

OPENING COMMENTS

Dr. Blanck welcomed the Regents and Advisors. The following points were included in Dr. Blanck's remarks:

- The incoming Regent nomination is nearing final signature and will be announced once signed.
- The Presidential Installation and Investiture is on December 9th at 2 p.m. Dr. Woodson will be the keynote speaker in addition to Dr. Thomas.
- The Regent Emeritus has been discussed and criteria include meaningful service to the Board, full Board participation, completion of two terms (unless there are extenuating circumstances), potential for continued support of USU and a distinguished career, which will be added to the bylaws. Dr. Blanck suggested Regents review the current bylaws which were updated with the Emeritus status in May 2016.
- The next Board meeting will be February 2-3, 2017. In closed session the February meeting will be discussed with San Antonio, Texas as the proposed location. The meeting schedule would potentially be modified if the meeting is in Texas, however, the award nominations would be considered.
- Meeting calendars are at Tab 7.
- Courtyard bricks are available for purchase and will be placed in a designated location in the courtyard. Dr. Johns requested an email reminder about the bricks for sale.
- Faculty packet due dates are at Attachment 1.
- A closed session will occur after the open session and will include a discussion of the off-site.
- December 3rd is the Holiday Ball, this year a combination event with Walter Reed and Fort Belvoir and occurring at Fort Belvoir.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented the matters of general consent listed below.

- Minutes of the August 2, 2016, meeting at Tab 8 (electronically approved).
- Declaration of Board Actions (items electronically approved between the August meeting and this meeting) at Tab 9.

Upon motion duly made and seconded, the Board

Vote by voice vote: Reapproved the minutes of the August 2, 2016 meeting and approved the Declaration of Board Actions as presented by Dr. Blanck.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Kellermann presented for endorsement four candidates to receive the Doctor of Philosophy (one student in the Department of Medical and Clinical Psychology, one student in the Molecular and Cellular Biology Graduate Program and two students in the Neuroscience Graduate Program); one candidate to receive the degree of Doctor of Public Health in the Department of Preventive Medicine and Biostatistics; and one candidate was presented for a Master's degree in the Department of Medical and Clinical Psychology.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president confer the degree as stated upon each of the six candidates.

Degree Granting – Graduate School of Nursing

Dr. Romano presented for endorsement one candidate to receive the degree of Doctor of Philosophy in Nursing Science.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Romano and recommended that the university president confer the degree as stated upon the candidate.

Faculty Appointments and Promotions – School of Medicine

Dr. Kellermann presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on August 29, 2016. Forty-seven individuals were recommended for faculty appointment or promotion. Dr. Kellermann noted the two Emeritus faculty on the list and their notable accomplishments. Ms. Burke noted Senator Dole's high regard for Dr. McLeod.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president implement the actions for the 47 faculty recommendations.

Faculty Appointments and Promotions – Graduate School of Nursing

Dr. Romano presented the recommendations made by the Graduate School of Nursing in a memo dated September 30, 2016. Two individuals were recommended for faculty appointment or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Romano and recommended that the university president implement the actions for the two faculty recommendations.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Schneid presented the recommendations made by the Postgraduate Dental College's Committee on Appointments and Promotions at a meeting held on September 22, 2016. Fifteen individuals were recommended for faculty appointment or promotion. Dr. Schneid also noted the addition of 75 new assistant professors (which don't need Board of Regents endorsement).

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Schneid and recommended that the university president implement the actions for the fifteen faculty recommendations.

AWARD NOMINATION

Dr. Lesser noted the nomination for Dr. Mark Whitnall to receive the USU Exceptional Service Award. Dr. Whitnall was recognized for his distinguished service to the Military Health System and USU as a Research Biologist.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Lesser and recommended that the university president implement the action.

PRESIDENT'S REPORT

The following points were presented during Dr. Thomas' report to the Board.

- Dr. Thomas expressed his thanks to those that have provided advice during his transition.
- The presidential vision is based on the University mission. The goal is to have one university not a college of colleges and centers of excellence where all things must lead back to readiness. Dr. Thomas noted we are in the health readiness business.
- Admiral (retired) Bill Roberts was welcomed as the USU Senior Vice president of the Western Region along with his Chief of Staff, Dr. Alan Nordholm. The Western Region will focus on academic and research opportunities on the west coast and Pacific region.
- The Office of the Inspector General, based on a suggestion of the Board, has received an additional employee Mr. Gary Baird.
- Building F was briefed to Dr. Guice last month and the concept has been transformed in to an innovation lab. The amount of USU space currently under lease has increased the need for Building F.
- Enlisted instructors will now be formally recognized by the university for their contribution to the education of individuals in the MHS.
- As a strategic resource for the MHS, a strategic initiatives group is being tasked with looking at all of the centers to ensure they are real centers of excellence. Efforts are likely to be consolidated to increase efficiencies. An update will be provided at the next Board meeting.
- The manpower study, phase 1 has been completed and a report is forthcoming. The goal is to capture requirements for talking with the Services.
- Recent events and visits have included the White Coat Ceremony and Convocation, Middle States Commission on Higher Education visit, Bushmaster and others.

Dr. Blanck asked about the involvement of the Pennsylvania National Guard (PNG) with Bushmaster activities. Dr. Thomas noted the capabilities of the PNG and its interest. A memorandum of understanding is under review. A successful outcome was achieved with many training opportunities available for all involved during Bushmaster.

Dr. Blanck asked about communication strategies to the University regarding the forthcoming changes. Dr. Thomas noted internal staff updates and communication strategies and cross referencing among internal entities. External outreach has involved working with senior MHS leaders as well as Dr. Guice. Dr. Thomas noted the use of research to connect with other academic centers. Dr. Blanck asked about Town Halls and Dr. Thomas noted that one has occurred.

Dr. Blanck noted he has Dr. Thomas' personal goals which will be discussed at closed session.

MEMBER REPORTS - ACADEMICS SUMMARY

Dr. Johns summarized the Academics Preparatory Session, which included reports from the Armed Forces Radiobiology Research Institute (AFRRI), USU Faculty Senate and the Henry M. Jackson Foundation for the Advancement of Military Medicine. The following highlights were noted:

- AFRRI has integrated within the School of Medicine and there have been advancements with the renovations in the veterinary area. The construction will begin January 2018 and

create some logistical issues with moving the animals. A radiation sciences update included the fact that a console will be replaced in a nuclear reactor in December. Staffing issues were noted and Dr. Lesser said CHR is finalizing actions. Biomedical countermeasures were noted including some awaiting clinical trials. Dr. Lesser noted ciprofloxacin has radiation countermeasure properties. Dr. Lesser noted they are looking at both pre and post exposure and the post-exposure use is of interest to BARDA.

- The USU Faculty Senate president noted in her report that there are efforts for improving education and instructional technology. Options are being considered and requirements are being developed. The fall faculty assembly on November 4th will address climate change and gender-based discrimination. The progress of various awards was addressed. The Graduate School of Nursing salary comparability analysis noted that compared to other nursing schools USU is doing fine. However, a PhD faculty in GSN compared to a PhD faculty in the SOM are different and more analysis may be needed including time, space and performance. Dr. Moritsugu asked about school versus gender disparities. Dr. Johns stated that should be evaluated, noting several variables (private versus public, north versus south). Another related factor is clinical responsibilities of the individual. Discussion ensued as to ways salaries are compared and the structure to set those salaries at various educational institutions.
- The Henry M. Jackson Foundation has announced Mr. John Lowe will be retiring and a search is being instituted for his successor. Research support for USU has been increasing. Collaborations between other universities and the Foundation were noted. The continued personnel support of HJF employees for USU was highlighted. The impact of the Fair Labor Standards Act was reviewed and overtime issues were noted to be complex. The Technology Transfer efforts were also doing well.

Dr. Blanck noted his thanks to Mr. Lowe. Ms. Folk stated the outside search firm will take 4-6 months to find Mr. Lowe's replacement.

MEMBER REPORTS – FINANCE AND ADMINISTRATION SUMMARY

Dr. Moritsugu summarized the Finance & Administration Preparatory Session which included reports from the Senior Vice President, Southern Region; Vice President for Finance and Administration; Vice President for External Affairs; and the Office of Accreditation and Organizational Assessment. The following highlights were noted:

- The Senior Vice President in the Southern Region noted that all Services are on board with regard to the College of Allied Health Services (CAHS). The Board of Regents endorsed the CAHS at the last Board meeting and the Acting ASD(HA) approved the CAHS and has signed the charter. A Dean's search has been initiated and OMB is now supporting for 2018. Dr. Travis notes that there are no significant "watch outs" for the Board. Dr. Travis noted the NDAA is needed to initiate the undergraduate education with the METC. The graduate level or advanced degrees are already authorized under current legislation. When congress grants approval for the undergraduate work with METC, the College will be in place. The METC Board of Governors has proposed additional courses for the CAHS that will not increase the cost.
- Finance and Administration highlighted that \$360M was obligated by USU in FY16. \$23M was provided by DHA at the end of the year. USU core RDT&E program increases substantially in FY17 with the addition of breast and gynecologic cancer centers of excellence. USU core O&M program increases by \$2.3M in FY17 with the addition of

the Global Health Program. FY17 will fully meet mission requirements. Dr. Moritsugu noted there are no significant “watch outs” for the Board’s consideration.

- Visits from international countries and individuals were noted as part of the Vice President for External Affairs report. Legislative affairs actions were reviewed. The media and public affairs office processed over 1,000 presentations and publications and 30 press releases, which received more than 77,000 individual reviews by reporters around the world. A full-time strategic communicator is being pursued to educate others about the University. Dr. Moritsugu noted there are no “watch outs” for the Board.
- The Office of Accreditation and Organizational Assessment noted two accreditation site visits are still pending including the American Psychological Association and the Master’s Program in Health Administration and Policy. The PDC accreditation was reviewed. Thirteen site visits for 2017 will occur at USU. The GSN and SOM both received maximum accreditation. The visit with the Middle States Commission on Higher Education went exceptionally well. Dr. Thomas echoed the success of the visit. Dr. Blanck noted the addition of a full-time IG Mr. Gary Baird.

Break 8:59 a.m. – 9:19 a.m.

Dr. Blanck introduced Mr. Gary Baird, the new USU IG.

DEAN, F. EDWARD HÉBERT SCHOOL OF MEDICINE (SOM) REPORT

Dr. Kellermann introduced his presentation by noting the broad view and future directions for the school. Col Kathy Witkop and Col Todd Rassumsen were recognized in their new roles as Acting Chair, Department of Preventive Medicine and Biostatistics and Associate Dean for Research, respectively, in the SOM. The distinction and rigor of the USU SOM was noted as well as the diversity of the student body. Dr. Kellermann referenced a soon to be published paper by Dr. Wilensky, Dr. Rice and other USU individuals using a 30-year analysis to note the benefits of using public service as a way to provide a medical education. The success of curriculum reform was reviewed. Dr. Kellermann stated students are now on the inpatient hospital ward six months sooner and the wards note students are well prepared. For the second year in a row, there was a 100% step 1 pass rate. The Unity of Effort concept was lauded and noted as a strength for the medical community. Dr. Kellermann noted the National Capital Region is transforming and aiding the educational efforts with a patient-centered focus. The national campus for the school was recognized as well as the many partnerships that contribute to the success of the students and faculty. Leadership was noted to be a key pillar of the SOM curriculum and taught in addition to the standard medical school curriculum. Research is another key pillar and the research is focused on military relevance. Efforts are being discussed to increase awareness of the SOM. Dr. Kellermann noted recently published documents highlighting military relevant problems that are being addressed by the SOM. Ms. Burke noted that having an actual briefing for staff on the Senate will be added value. Dr. Kellermann noted the caliber of faculty and staff, both uniformed and civilian that have contributed to the University. Dr. Blanck asked about busing employees from Forrest Glenn Annex to alleviate parking constraints. Dr. Thomas noted that is not occurring and discussions continue with the base leadership to remedy the issue. Dr. Kellermann noted his pride with the School, the sense of commitment and gratitude in being part of the institution. Dr. Blanck expressed thanks for the complete and thorough presentation.

DEAN, DANIEL K. INOUE GRADUATE SCHOOL OF NURSING REPORT

Dr. Romano echoed the gratitude and privilege to serve at the University. The Robert Wood Johnson grant the GSN received was reviewed. The GSN has conducted exercises at the SimCenter with nurses from Japan. Faculty recently served as subject matter experts with the Army Mountain Medicine courses and the faculty then incorporated readiness components in to the DNP curriculum. Dr. Romano recently was a keynote speaker at the South Korean Armed Forces Nursing Academy and the visit also served to make way for a South Korean visiting scholar to visit the GSN next year during the Bushmaster exercises, as well as a potential for a Korean DNP student. Chief nursing appointments were completed. GSN faculty were invited to serve to lead a team for the AMEDD surgical team training. A patient safety event was conducted with 27 MTF's participating and aids the students in high level disinfection procedures. The VA office of patient safety collaborated with the GSN in an organizational leadership course which is now a formal part of the curriculum. Partnership expansion is underway in alignment with the USU president's goals, including partnerships with Walter Reed nursing. The Association of Colleges of Nursing is working on a dialog between nursing education and practice and the Deputy Army Chief Nurse will represent the GSN. The GSN continues to partner with the PDC. Dr. Lynette Hamlin has joined the faculty. Matriculating student demographics are highlighted in the GSN report. Dr. Blanck thanked Dr. Romano and asked about a Nurse Midwife program. Dr. Romano noted the current Corps Chiefs have placed the item on hold because they don't have a sustained number of enrollments. The GSN is ready to stand up the program, however, at this point only 1-2 midwives are being trained across all three services. The Federal Corps Chiefs have asked about a post-masters DNP degree and a proposal will be presented to the FCC at the next meeting. There will be an approximate one-year lead time to start up the program. There are already 300 programs in the country that have this degree option so the GSN would have to focus on leadership and if the Services are willing to commit resources. Dr. Romano noted she will present a report at the next meeting. Dr. Blanck congratulated the GSN on their interdisciplinary work with the PDC.

EXECUTIVE DEAN, POSTGRADUATE DENTAL COLLEGE REPORT

Dr. Schneid stated his thanks for the opportunity to present and noted the accreditation success previously mentioned by Dr. Moritsugu. Admissions statistics were previously highlighted at another meeting but strong female enrollment and a total enrollment of 174 individuals was noted. A search for an Associate Dean for Dental Research is currently underway due to a strong research requirement for the PDC. One hundred and three dental officers were selected for promotion and more than 1/3 were affiliated with the PDC. Involvement with Bushmaster over the last three years has continued to expand. Research collaborations continue with the Murtha Cancer Center and smokeless tobacco, which has expanded to phase II and now involves the National Cancer Institute. The GSN has been extremely helpful with their research course they have presented for the last three years. Resident and faculty accomplishments were highlighted including Col Howard Roberts' receipt of the Thaddeus J. Weclaw Award from the Academy of General Dentistry and COL Van Ramos as the recipient of the Bill B. Lefler Federal Services Award from the American College of Prosthodontists. A faculty member also recently participated in a humanitarian mission to Guatemala. There are now over 300 faculty members in the PDC across the three Services and faculty development efforts have been under way. Col Drew Fallis, Dean of the Air Force Postgraduate Dental School is beta testing a course for Sakai that would apply to all 29 locations. The Navy Postgraduate School offered a similar VTC for all of its sites. Two upcoming events include participation in the American Dental Education

Association Dean's conference in November and the annual Federal Services Dental Educators' Workshop will be in April. Dr. Blanck noted his appreciation for the report and faculty and staff efforts.

COLLEGE OF ALLIED HEALTH SCIENCES (CAHS) REPORT

Dr. Blanck noted the earlier remarks from Dr. Moritsugu addressed this report.

Dr. Moritsugu recognized and applauded the integration of programs and initiatives within the three schools from all of their reports and at Bushmaster. Stating the importance of dental health on readiness and having the highlights of the schools integrating and breaking down the silos of the medical communities and Services. Dr. Moritsugu remarked that the University is a fabulous resource as evidenced from the reports.

USU SCHOOL OF MEDICINE HONOR CODE UPDATE

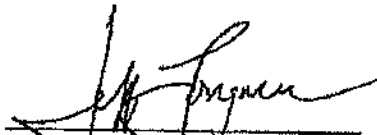
Dr. Kellermann noted in spring of 2014 there was an incident regarding students in a pediatric clerkship and an online quiz. Two students were disenrolled based on integrity, two other students were decelerated for a year and returned with remarkable results and the remaining students were put on probation and did a variety of reflective work. The SOM student body collectively came forward with the need to have a strong honor code which they developed. A student-run review process was enacted as well as honor representatives at every class. The School adopted a set of four values with integrity as a core pillar. One instance has since occurred and was resolved at the student level and in another instance a student came to the student promotion committee which led to disenrollment of that student by the Dean. COL Moores, the Brigade leadership and the students are commended for their efforts. Dr. Blanck noted the positive impact overall.

Dr. Blanck remarked in closing that he recently found a document from his tenure as Assistant Dean of Student Affairs in 1976, where he provided guidance to students noting there is no parking on post and no smoking in the library but smoking was permitted in the individual study carrels.

ADJOURNMENT

There being no further business on the agenda, Dr. Blanck asked if there was any further information to be brought forward, of which there was none. He then adjourned the open portion of the meeting at 10:19 a.m.

SUBMITTED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck, D.O.
Chair, Board of Regents

Prepared by: Jennifer Nuetzi James, Designated Federal Officer

ADDENDUM

Minutes of the Board of Regents, Uniformed Services University of the Health Sciences

**Meeting No. 197
November 1, 2016**

On January 23, 2017, at the request of the Dean for the USU Daniel K. Inouye Graduate School of Nursing, Dr. Carol Romano, and with the approval of the Chair for the USU Board of Regents, Dr. Ronald Blanck, the following change is recorded for the November 1, 2016 Board of Regent meeting minutes in the section titled "Dean, Daniel K. Inouye Graduate School of Nursing Report".

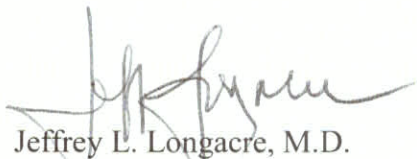
Currently reads:

"The Association of Colleges of Nursing is working on a dialog between nursing education and practice and the Deputy Army Chief Nurse will represent the GSN."

As corrected should read:

"The Association of Colleges of Nursing is working on a dialog between nursing education and practice and the Deputy Army Chief Nurse will represent military practice in partnership with the GSN."

SUBMITTED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck, D.O.
Chair, Board of Regents

Prepared by: Jennifer Nuetzi James, Designated Federal Officer